

SBA

Training Guide

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you know, one of our major initiatives Agencywide to provide quality training to ensure that we maintain standards of professionalism and "state-of-the-art" skills among our workforce. I am particularly concerned that new employees entering the service of the Agency receive entry-level training that will provide a solid basis for rapid growth and productivity in delivering services to the small business community.

As a result of several recent comprehensive training needs analyses, a Career Development System has been developed to address the major subjects which emerged as common training needs from both managers and employees. In addition to this System, training plans have also been developed for many positions. Additional plans for other positions will be added in the future.

The Agencywide training effort calls for initial emphasis in three major areas:

Entry-level training for new employees.

Additional skills building training for our current employees, particularly in the major program areas.

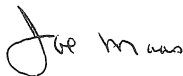
Supervisory-Management training which includes an expanded training program for newly appointed

The full implementation of the training system will be gradual in that some of the programs must be developed and tailored to the Agency's specific needs. However, much of the training can and will be implemented in FY-1980. Additionally, much of this training will be centrally funded (both tuition and travel).

I want you to know that I wholeheartedly endorse this training effort as I am sure you do. I view training as an important instrument in our efforts to provide effective and timely assistance to the small business community.

From the short range view, training may be considered as "down time" in which valuable production is sacrificed. However, if such learning experiences increase effectiveness, the long-range results will more than compensate for the time spent in training.

Let's work together in making our training program the best and most effective in Government.



Joe Maas
Assistant Administrator

The Career Development Guide contains training plans for 17 positions. Additional plans for other occupational groupings will be developed in the future. The plans show required and suggested training at each grade level within the career progression from the entry level through the managerial level.

Because employees possess different levels of skills and knowledge, it is not always feasible nor necessary to follow these guides exactly for every employee. However, employees should complete the programs listed in the "Required Training" column of their respective plan unless their previous training, education and/or experience clearly indicate a current "state-of-the-art" skill in the subject offered. For example, an employee entering on duty at the GS-9 level must complete any necessary portion of the required training outlined at the GS-5/7 level if he/she has not previously completed equivalent training and possesses current skills in the required subjects.

The programs listed in the plans, but not in the Course Description (Part II) of the Guide will necessarily be obtained locally through universities, the Office of Personnel Management and other educational or training sources. Those listed in Part II are sponsored by and are centrally funded through the SBA Training Center at no cost to the individual office. Employees other

Training is the process of providing f available to an employee, and placing employee in, a planned, prepared, an gram, course, curriculum, subject, sy of instruction or education, in scienti technical, mechanical, trade, clerical ministrative, or other fields which ar directly related to the performance b official duties for the Government, in the knowledge, proficiency, ability, sk tions of the employees in the perform duties.

that organizations can:

ensure that their employees possess the necessary skills, knowledges and abilities to perform their duties in the most efficient and professional manner.

achieve efficiency and economy in the operation of the organization.

establish and maintain the highest standards of performance in the transaction of business.

install and utilize the best modern practices and techniques (state of the art) which have been developed, tested and proven.

Situations that usually call for additional skills, knowledges, or ability are:

—A change in mission or program.

—The introduction of new technology.

—New work assignments for employees.

—A need to maintain proficiency or improve present performance.

—Anticipation of future staffing needs.

—To acquaint and orient new employees to the policies, practices and procedures of the organization.

Part I

SBA Training Plan

newly-appointed first-line supervisors regardless of grade must complete the following training within six months after entering a supervisory position:

Within three months)

Personnel Management Workshop for Supervisors (3 weeks) (A)*

Within six months)

Basic Management Skills (L)*

*See pages 19 and 20 for a description and schedule of the required supervisory training. Programs are conducted quarterly.

A Agency conducted training—Conducted at various sites throughout the country.

L Local Programs.

Administrative Aide

Required Training

Grade GS-5/6

Orientation to SBA & Administration (R.O.)*
Personnel Management for Personnel Assistants (L)
Budget Formulation (L)
A Seminar: (L/GSA)
Travel Regulations
Space Planning

Maintenance Training (As Needed)

Basic Management Analysis (L)
Principles of Management (L)
Basic Labor Management Relations (L)
Basic Employee Development (L)
Basic Employee Relations (L)
Personnel Procedures (L)

Administrative Officer

Required Training

Grade GS-7

Orientation to SBA & Administration (R.O.)*
Basic Staffing (L)
Basic Classification (L)
Budget Formulation (L)
GSA Seminar: (L/GSA)
Travel Regulations
Space Planning
Fedstrip Purchasing, etc.
Budget Administration (L)
Word Processing-Basic Orientation/Concepts (L)
SBA Personnel Management Workshop for Supervisors
(A)

Maintenance Training (As Needed)

Basic Management Analysis (L)
Principles of Management (L)
Basic Labor Management Relations (L)
Basic Employee Development (L)
Basic Employee Relations (L)
Personnel Procedures (L)
EEO for Personnel Specialists (L)

- * Orientation should be completed within 30 days after entering on duty.
- A Agency conducted training—Conducted at regional sites throughout the country
- L Local Programs

Equal Employment Opportunity Officer

Required Training (Must Be Completed Within 2-Year Period)

All Grades

Orientation to SBA and EEO*
Basic EEO Counseling (L)
Personnel Management for EEO Staff (L)
Affirmative Action Planning Workshop (L)
Managing EEO Programs (L)
Statistics for EEO Specialists (L)
EEO Law (L)
Processing Class Complaints of Discrimination (L)
Interpersonal Skills (A)
A Personnel Management Workshop for Supervisors
(2 weeks) (A)

Orientation should be completed within 30 days
after entering on duty.

Agency conducted training—Conducted at regional
sites throughout the country.

Local Programs

Maintenance Training (As Needed)

Advanced EEO Counseling (L)
Workshop for SSP Coordinators (L)
Workshop for FWP Coordinators (L)
Upward Mobility Counseling (L)
Upward Mobility Planning and Implementation (L)
Program Administration: EEO (L)
The Role of Supervisors and Managers in EEO (L)
Labor Relations for EEO Personnel (L)
Management and Human Factors in EEO (L)

Federal Workplace Program Guidelines *

Hispanic Coordinator*

Required Training All Grades
(Must be Completed Within 2-Year Period)

Workshop for SSP Coordinators (L)
Interpersonal Skills (A)
SBA Personnel Management Workshop for Supervisors (A)

- A Agency conducted training—Conducted at regional sites throughout the country.
- L Local Programs.
- * Collateral duty for Hispanic Coordinators in field. This training is required for employees selected to serve as Hispanic Coordinators in field offices in addition to the training required for their regular duties.

Upward Mobility Coordinator*

Required Training All Grades
(Must be Completed Within 2-Year Period)

Upward Mobility Counseling (L)

Maintenance Training
(As Needed)

Advanced EEO Counseling (L)
Affirmative Action Planning Workshop (L)
Basic EEO Counseling (L)
Statistics for EEO Specialists (L)
EEO Law (L)

Maintenance Training
(As Needed)

Programs dealing with Upward Mobility Process

Attorney

Training Required

Grade GS-9

Orientation to SBA & Legal*
Agricultural Lending (A)
Administrative Law (L)
Federal Labor Relations (L)
Interpersonal Skills (A)
FOIA & Privacy Act (L)
Uniform Commercial Code (L)

Maintenance Training (As Needed)

Report Writing (L)
Letter Writing (L)
Financial Analysis (A)
Construction Lending (A)
Procurement (A)
Continuing Legal Education (Available)
Bankruptcy Law
Secured Transactions
General Law Review Seminars
Real Estate Law
Banking & Commercial Law
Debtor/Creditor Relations
Uniform Commercial Code
Federal Practice & Procedure

Grade GS-11/12

Same as GS-9

Same as GS-9

Grade GS-13/14

Loan Closing Assistant

Required Training

Grade GS-5/6

Orientation to SBA and Legal*
Introduction to Business/Commercial Law (L)
Orientation to Basic UCC (L)
Real Estate Law (L)

Grade GS-7

Orientation to SBA & Legal*

Maintenance Training (As Needed)

Report Writing (L)
Office Procedures and Files (L)
Interpersonal Skills (A)
Legal Research (L)
Introduction to Chattels (L)

Legal Research (L)
Introduction to Chattels (L)
Commercial Law (L)
Title Insurance (L)

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- * Orientation should be completed within 30 days after entering on duty.
- A Agency conducted training—Conducted at regional sites throughout the country.
- L Local Programs.

Note: New employees, regardless of entrance level, must complete the required training list for their lower grades unless equivalent programs exist. Training through training, education and/or experience must have been satisfactorily completed.

Miscellaneous Documents Examiner

Required Training

Grade GS-5

Maintenance Training As Needed)

Orientation to SBA and Legal*
Introduction to Business/Commercial Law (L)
Real Estate Law (L)
Orientation to Basic UCC (L)

Report Writing (L)
Legal Letter Writing (L)
Office Procedures & Files (L)
Interpersonal Skills (A)
Legal Research (L)

Grade GS-6

Same as GS-5

Introduction to Chattels (L)
Report Writing (L)
Interpersonal Skills (A)
Legal Research (L)
Office Procedures and Files (L)

Grade GS-7

Same as GS-5

Legal Research (L)
Title Insurance (L)
Commercial Law (L)
Introduction to Chattels (L)

Business Management Assistant

Required Training	Grade	Maintenance Training (As Needed)
	GS-5/7 Assistant	
Orientation to MA and SBA*		D&B II & III (C)
Basic Accounting (L)		Molloy I (A)
Entelek (C)		Cross Training in F&I (L)
Interpersonal Skills (A)		Small Business Management (L)
Letterwriting (L)		

- * Orientation should be completed within 30 days after entering on duty.
- A Agency conducted training—Conducted at regional sites throughout the country
- L Local Programs
- C Correspondence programs

Note: New employees, regardless of entrance grade level, must complete the required training listed for lower grades unless equivalent programs either through training, education and/or experience have been satisfactorily completed.

Business Management Specialist

Required Training

Grade GS-9

Orientation to MA and SBA*
D&B II & III (C)
Construction Contracting/Loan Making (A)
Financial Analysis (Molloy I) (A)
Principles of Marketing (A)

Maintenance Training (As Needed)

Lecturing (L)
Adult Learning Theory (L)
Basic Management (L)
Report Writing (L)
Cross Training in F&I (L)

Grade GS-11/12

Orientation to MA and SBA*
D&B II & III (C)
Construction Contracting/Loan Making (A)
Financial Analysis (Molloy II) (A)
Principles of Marketing (A)

Federal Tax Law (L)
Advanced Management (L)
Merchandising (L)
Cross Training with F&I (L)
Principles of Organization (L)
Intermediate Marketing (L)
Principles of Retailing (L)
Taxation and Small Business (L)
Seminar on Export & International

Grade GS-13/14

Orientation to MA and SBA*

Other management training courses

Business Development Specialist

Required Training

Grade GS-5/7

- Orientation to SBA & MSB/COD*
- Procurement (Basic) (A)
- Entelek (C)
- Basic Financial Analysis (A)
- Interpersonal Skills (A)

Maintenance Training (As Needed)

- Contract Administration (L)
- Contract Negotiations (L)
- Report Writing (L)
- Letter Writing (L)

Grade GS-9/11/12

- Orientation to SBA & MSB/COD*
- Basic Procurement (A)
- Construction Contracting/Loan Making (A)
- Contract Administration (L)
- Letter and Report Writing (L)
- Principles of Marketing (A)
- Molloy I and II (A)
- Interpersonal Skills (A)
- Basic Financial Analysis (A)

- Contract Law (L)
- Cost and Price Analysis (L)
- Contract Negotiations (L)
- Competing for Contracts (L)

Grade GS-13/14

Contract Negotiator/Specialist

Required Training

Grade GS-5/7

Orientation to SBA and Program Area*
Basic Procurement (A)
Principles of Contract Pricing (L)

Maintenance Training (As Needed)

Contract Law (L)
Interpersonal Skills (A)
Cost/Price Analysis (L)
Statistical Analysis (L)
Contract Negotiations (L)
Contract Administration (L)
Letter Writing (L)
Report Writing (L)
Basic Financial Analysis (A)

Grade GS-9/12

Orientation to SBA & Program Area*
Contract Negotiations (L)
Contract Administration (L)
Financial Analysis (A)
Defense Negotiations Workshop (L)
Cost Analysis and Contract Cost Principles (L)
Construction Contracting (A)

Contract Law (L)
Cost/Price Analysis (L)
Advanced Cost/Price Analysis (L)
Advanced Contract Management (L)
Evaluating Contractors (L)
Estimating Systems (L)
Project Cost Estimating (L)
Terminating Settlement & Negotiation (L)
Defense Advanced Procurement Management
Skills of Contract Administration (L)

General Engineer

Required Training

All Levels

Orientation to Agency & PA*
Basic Procurement (A)
Technology Update (L)

Managers
GS-13/14

Problem Solving & Decision Making (A)

Orientation should be completed within 30 days
after entering on duty.
Agency conducted training—Conducted at regional
sites throughout the country
Local Programs

Maintenance Training (As Needed)

Contract Law (L)
Procurement Update (L)
Technology Transfer Techniques (L)
Interpersonal Skills (A)

Local management courses

Industrial Specialist

Required Training

Grade GS-9/11/12

Orientation to SBA & PA (L)*
Basic Procurement (A)
Contract Claims (L)
Cost & Price Analysis (L)
Procurement Update (L)

Maintenance Training (As Needed)

Contract Law (L)
Interpersonal Skills (A)
Contract Administration (L)
Basic Financial Analysis (A)
Statistical Analysis (L)
Principles of Marketing (A)

Grade GS-13/14

Orientation to SBA and PA*
Cost and Price Analysis (L)
Problem Solving & Decision Making (A)

Statistical Analysis (L)
Contract Law (L)
Interpersonal Skills (A)
Contract Administration (L)
Principles of Marketing (A)
Basic Financial Analysis (A)

Grade GS-15

Orientation to SBA and PA*
Executive and Management Training to maintain

Capitol Hill Workshop (A)
Personnel Management for Managers (A)

Procurement Analyst

Required Training

Grade GS-12/13

Orientation to SBA & PA*

Grade GS-13/14

Orientation to SBA and PA*

Problem Solving & Decision Making (A)

Grade GS-15

Orientation to SBA and PA*

Executive and Management Training to maintain

Maintenance Training (As Needed)

Statistical Analysis (L)

Contract Law (L)

Interpersonal Skills (A)

Contract Administration (L)

Principles of Marketing (A)

Procurement Update (L)

Contract Claims (L)

Management training programs offered locally

Capitol Hill Workshop (A)

Personnel Management for Managers (A)

Part II
Centralized Programs
to be Offered in
FY-1980

Program: Interpersonal Skills

Description: This four-day workshop is designed to enable SBA employees to communicate more efficiently and effectively and to comprehend their position as information sources. It will enable the participant to appropriately respond to and initiate information to satisfy the SBA client's needs.

training objectives are designed to:

Develop techniques of preparing for an interview, influencing the interviewee to talk and gaining the interviewee's cooperation and confidence.

Recognize and identify certain values about self and others that may either have a positive or negative impact in the interview situation.

Recognize and respond to poor utilization of power and potential conflicts.

4. Recognize how communication techniques influence attitudes in others.

5. Recognize our biases, and learn what to do about them.

6. Communicate the general mission and specific programs, goals, and objectives of SBA to the public. This will be accomplished thru practice sessions of briefing techniques and communicating to an audience.

Attendees: All SBA employees who have contact with the public are eligible to attend this training.

Length: This training will be conducted in four-day workshops.

Schedule and Location: February 11, 12, 13, 14, 1980—Washington, D.C.; April 7, 8, 9, 10, 1980—Dallas, Texas; May 12, 13, 14, 15, 1980—San Francisco, California

Program: Capitol Hill Workshop

Description: Learn how policy is developed through working with the policy makers, seeing them in action, being able to dialogue, etc.

Following topics are covered:

Policy formation in the White House

Establishing Policy Priorities: The operation of OMB

The structure of the legislative process

Legislative/Executive relations: The function of the House/Legislative liaison

Majority leadership and organization in Congress

The role of the minority party in Congress

The content of legislation: The work of the subcommittees in the House and Senate

Issues of Congressional oversight

Program: Models for Management

Description: This program is an assessment process in which participants assess themselves and superior. Participants and subordinates provide input on the strengths and weaknesses of the participant. Participant has the opportunity to review his or her management style to discover areas where improvement is needed.

The program includes:

—Analysis of personal assumptions and how others perceive you

—Decision making

—Motivation

—Behavioral Science models

—Organizational effectiveness

Attendees: ADD/FIs, ADD/MAs, District Directors and mid-management personnel.

Program: Personnel Management Workshop for Supervisors

Description: This program is required training for all new supervisors. It is given in a single three week period and contains four separate but interrelated portions.

The four portions are:

Achieving Your Potential 2½ days

Leadership Effectiveness Training 5 days

Personnel Policies, Practices and Procedures 5 days

MAC System 2 days

A full description of each portion is given on the following pages.

Attendees: All newly appointed supervisors

—The self-esteem cycle

—Awareness

—Constructive & restrictive motivation

—Philosophy of goal setting

—Guides for goal setting

—Possibility thinking

—Natural Creativity

—Resiliency: Handling temporary setbacks

—Defining group goals

—Positive stress management

Personnel Policies, Practices and Procedures 5 days

All supervisors must understand Federal personnel policies, practices and procedures in order to perform their role as a supervisor effectively.

Upon completion of this portion of the workshop, participants will:

- Understand the basic steps in the Federal Classification process
- Be able to cite the major steps supervisors must take in filling a position
- Be familiar with the basic approaches and methods for dealing effectively with performance and discipline problems
- Know the basic steps a supervisor must take in evaluating his or her employees
- Know the basic provision of the laws governing the Labor/Management area
- Know the basic steps in determining their employees training needs
- Have a better overall knowledge and understanding

Merit Appraisal & Compensation (MAC) 2 days

This portion of the workshop explains the new system for mid-level managers. Pay for these employees will be based on the satisfactory completion of mutually agreed objectives.

Topics to be covered include:

- MAC system description
- Objective setting process
- Characteristics of good objectives
- Agreeing on objectives
- Writing your own objectives
- Quarterly reviews
- Unscheduled reviews
- Annual performance appraisal
- MAC system performance appraisal review
- Examples of compensation computation

Program: Personnel Management for Managers

Description: After completing the program, participants will:

Better understand their role as Personnel Managers

Better understand OPM principles and procedures that must be considered in managing and staffing their positions—What they can and cannot do in various situations

Know the basic philosophy and procedures governing the SBA performance evaluation process and awards program

Know procedures for and sources from which they can recruit capable employees

Have a basic familiarity with the appropriate procedures and pitfalls in taking an adverse action

Better understand what help the Personnel staff can provide and when and how to ask for it

Program: Problem Solving and Decision Making

Description: The program will cover the following topics:

—Ways to increase problem solving skills

—The theory of decision making

—The practical use of decision making

—How to improve interactive skills of group decision making

—How to apply these skills to improve performance of the organization

Attendees: Mid-Level Managers (GS-13/14/15) who have completed the required supervisory training program.

Length: Four (4) days

Schedule and Location: December 10-13, 1979—Washington D.C.; June 2-5, 1980—San Francisco, California

Program: Credit & Financial Analysis (Elementary)

Description: The program develops an elementary understanding of credit and financial analysis.

Topics covered include:

Criteria for a sound credit policy

Business failure causes and trends

Appraising customer management

Financial statements simplified

Key factors affecting statement analysis

Working capital analysis

Using ratios to analyze risk

Internal analysis

Comparative analysis: Introducing the element of

E

Financial balance analysis

Program: Construction Contracting/Loan Making

Description: Fourteen percent of the Gross National Product is generated by the construction industry. The characteristics and methods of operation are significantly different from other types of businesses.

The program will:

—Develop an understanding of construction financing and estimating.

—Develop an understanding of Federal construction contracting techniques.

—Provide information on construction planning and management.

—Enable the SBA specialist to provide efficient and effective technical assistance and management support to construction contractors.

Attendees: Loan Specialists, MAOs, Business Development Specialists, Procurement Specialists and others as needed.

training

participation in this training program will be to develop a better understanding of import and export financing as they relate to small business manufacturers. This training program will provide practical information and examples of the role of export marketing and export financing to a small manufacturer." The purpose of the program is to provide attendees with the knowledge and skills which will enable them to assist the small manufacturer who wants to export his/her products. Upon completion of the course, participants will be able to evaluate the basic feasibility of a small manufacturing firm's Export Financing Plan. Attendees will be provided with a workbook as an instrument by the contractor which will enable them to track and measure the impact of export financing provided through them to the small manufacturer. Through the workbook to be provided, participants will be able to index local and national sources of assisting the exporting firm in financing its operations overseas.

Government Assistance Officers and Loan Officers are eligible to attend this program

Locations: New York, Atlanta, San Francisco, Chicago,

Program: Financial Analysis (Advanced) (Molloy II)

Description: This program will build upon the skills in Financial Analysis (Basic) and give concentration to the concept of marketing.

The following is covered:

- Further identifying problems in small businesses
- Special concentration in marketing
- Recognizing alternative avenues for failing businesses
- Review of financial analysis tools presented in the basic course
- Skills leading to realistic problem solving for small businesses
- Recognizing the merits of different approaches to management of any given business situation

Actual case studies of businesses are analyzed and discussed by participants in small groups.

Program: Loan Officer Development Seminar #1

Description: Introduction to SBA Finance and Investment Function

- Policies, procedures and philosophy governing this function
- Reference materials and other resources available to loan specialists
- Introduction to processing, servicing and liquidation
- How loan cases are handled—what's involved initially—how is eligibility determined—what must be included in loan report
- Financial analysis of loan applications—short-term vs. long term lending
- How and when to use other SBA resources such as MA
- Administrative procedures such as loan accounts, print-outs, etc.

Program: Marketing (Principles of)

Description: This program will include:

- Introduction to the practical application of marketing techniques.
- Practical marketing analysis to evaluate a small business client's marketing proposal.
- Analysis and development of a marketing plan
- Marketing control.
- Sales analysis.
- Marketing cost analysis.

Attendees: Management Assistance Officers, Loan Development Specialists, Procurement Specialists, Loan Officers as needed

Length: Three (3) days

Program: Procurement (Basic)

Description: Being able to do business with the Federal Government is frequently a key factor in keeping a small business afloat financially. Specialists must be able to counsel their clients in the how, when and where of securing Government contracts. This training is intended to provide them with the necessary knowledge and skill to help their clients.

The following topics will be covered in this training:

Basic Principles of Contract Law

Procurement by formal advertising

Procurement by Negotiating

Responsibility of bidders and Certificate of Competency procedures

Small business set-asides and labor surplus area set-asides

—Contract pricing, costing and financing

—Types of contracts

—Contract clauses

—Contract administration and modifications

—Termination of contracts

—Disputes and appeals

Attendees: All SBA specialists involved in Procurement activities

Location: To be announced

Length: Four and one-half days

Schedule: To be announced

Program: Correspondence Clinic (Proofreading, Grammar, Editing and Composition)

Description: This clinic will improve skills in proofreading, grammar, editing and composition. Topics to be covered include:

Spelling

Grammar

Capitalization

Orderliness in compositions

Punctuation

Word Division

Abbreviation

Idioms

Proofreading Techniques

Materials

Program: Correspondence Update

Description: SBA correspondence procedures are based on the U.S. Government Correspondence Manual and the SBA supplement to it.

Emphasis in this course is placed on procedures which are unique to SBA, with a concentration on the specific mistakes and problems which cause outgoing correspondence to be returned to the originators.

Attendees: All confidential assistants, secretaries and typists who are responsible for typing and/or reviewing SBA correspondence.

Length: One and one half (1½) hours

Location: Second Floor Conference Room—Imperial Building

Schedule: As needed

Program: Effective Administrative Writing Seminar

Description: Communicating written ideas clearly and effectively is an important management skill. Hours of money are wasted because of communications that obscure the information they are intended to convey.

This seminar presents a practical—nonacademic—“systems” approach to writing and reviewing all kinds of material.

Topics to be covered include:

What is Effective Writing

Know your audience

Responsibilities of the Editor

Technics of Writing

Writing Index

Topics on Report writing

Writing, Rewriting, and Editing

Program: Report Writing for Auditors

Description: This program focuses on the process and elements of effective report organization, development and presentation. It points out the need for shaping the report message, developing issues and handling the evidence so the report is clear, convincing and complete.

Among the topics covered are the logic, syntax and proper use of the word, the sentence and the paragraph.

Attendees: Auditors and Investigators and others on a “space-available” basis.

Length: 32 hours—four (4) full days

Schedule: February 26-29, 1980 at Bethesda, Maryland

Program: Secretarial & Administrative Assistant Workshop

Description: Learn how to be a SUPER Secretary

This course covers the following topics:

- The nature & significance of the position
- The secretary's role in working with people
- Transactional Analysis
- The Supervisor-Secretary relationship
- The importance of communication
- Work simplification & the management of time
- Problem solving in the office

Attendees: All secretaries and administrative assistants, in Central Office, CJS and above.

Length: 24 hours—Five (5) days—(Four half days and

Program: Speed Learning (Speed Reading)

Description: This program will teach the participant how to read faster, remember more of what is read, and comprehend more of what is read.

It will teach the participant how to organize material to be read and when and how to shift gears upon the type of material to be read.

Attendees: Any SBA employee who needs to read a substantial amount of working hours reading material.

Length: 16 hours—Eight (8) days—2 hours

Location: Second Floor Conference Room—CJS Building

Schedule: To be announced

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